

# Harris County Juvenile Probation Department

**2004 Annual Report**

**The Ultimate Challenge**

**Building the Future - Mental Health**



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### **Mission Statement**

The Harris County Juvenile Probation Department is committed to the protection of the public and provision of services to youth referred for violations of the law. As mandated in the Texas Juvenile Justice Code, the department provides services including treatment, training, rehabilitation and incarceration while emphasizing responsibility and accountability of both parent and child for the child's conduct and offering the most opportunities for those youth who demonstrate the greatest potential for positive change.



### **To the Citizens of Harris County**

We often hear the expression “stepping up to the plate.” It refers to a person, a group or an institution providing funding, care and support for someone in need. With the troubling increase of children suffering from mental health problems and finding themselves in the juvenile justice system, Harris County officials realized years ago that we must, indeed, step up to the plate.

The National Mental Health Association reports that one in every five young people is affected by mental illness whether it is an Anxiety Disorder, Attention Deficit or Hyperactivity Disorder, Post Traumatic Distress Disorder, Major Depression or some other issue. These numbers are, unfortunately, reflected locally at the Harris County Juvenile Probation Department.

In 1975, a consortium of Harris County agencies responsible for the care of children sat down together to discuss ways to help families cope with all kinds of problems. They named the group TRIAD. Today, the Harris County Juvenile Probation Department, the Harris County Protective Services for Children and Adults and the Mental Health and Mental Retardation Authority work with thousands of children and families. These agencies try to prevent children from entering the juvenile justice system, but also work with them diligently if they do. Today, their challenge is even greater.

Whether a juvenile needs crisis intervention or emergency shelter because of family violence, or transfer to the Juvenile Detention Center due to a serious offense, skilled professionals are there to evaluate and start the process toward effective treatment.

Just as the Harris County Commissioners Court has provided resources for re-directing young people who needed help in the past, we continue to meet the challenges of today’s youth who have mental health needs. We truly can say that we are stepping up to the plate.

*Robert Eckels*  
County Judge



**From the Executive Director**

After serving one year as Executive Director of the Harris County Juvenile Probation Department, my appreciation of the dedication of the staff and the support the department receives from the Commissioners Court is greater than ever. Each day that passes brings its share of challenges, hopes, victories and, yes, sometimes disappointments. Our goal to help each child find success in life may not always be met, but we know we have done our best at every level of the department.

The subject of mental health and the needs of our youth demand much more than one or two paragraphs on a page. Our staff agrees with a national survey of parents with children in the juvenile justice system, which found that 36% said their children were in the system because they did not have any other way to access mental health services. This statistic combined with the finding that one out of five children in the juvenile justice system suffers from a serious emotional disturbance tells us we must do all we can to help.

We are aware of the demands on parents who have children with mental disorders ranging from learning and conduct disorders to more serious problems, and we know that professional help must be provided to find needed solutions.

As the scope of mental health issues has grown over the years and with it the need for evaluation and appropriate treatment, Harris County has responded by increasing funding for psychological and psychiatric evaluations, counseling and sometimes transfer to a psychiatric hospital for more intensive care. Our staff members who work with these children are extremely skilled, and we welcome collaboration with other county agencies providing mental health services.

Our annual report this year shows the extent of our dedication to children with any level of mental disorder. We welcome questions and comments about our work.

*Harvey Hetzel*  
Executive Director

## Mental Health - The Ultimate Challenge

Long before the national crisis of mental health needs of youth in the juvenile justice system became evident, a collaboration of Harris County agencies charged with helping children and families began to meet. Representatives of the Harris County Juvenile Probation Department, the Harris County Protective Services for Children and Adults and the Mental Health and Mental Retardation Authority started discussing how they could work together to improve services. Today, TRIAD is meeting challenges no one could have predicted in 1975.

Imagine a call to your home or office from the Harris County Juvenile Probation Department with the message that your child has broken a law and is in the Juvenile Detention Center. The shock, disappointment, disbelief and perhaps anger might be overwhelming. But what if that call was followed a few days later by even more distressing news. A problem more serious than a stolen car or possession of an illegal substance has come to light. After extensive psychiatric and psychological evaluations, mental health professionals are saying that your child has a serious emotional disturbance that must be addressed.

Some parents are crushed when they learn of a mental health problem while others take a position of denial. However, other parents are relieved because they now have an explanation, or in some cases, because they are assured that their child and family are going to get help they could neither find nor afford outside the juvenile justice system.

National statistics show that one in five children experience mental health problems and another study estimates that between 50 to 75 percent of youth in juvenile detention centers nationwide have a diagnosable mental health disorder. Unfortunately, Harris County data reveals its share of depression at varying levels, Attention Deficit Hyperactivity Disorders, Post Traumatic Stress and other problems. But while national studies reveal lack of funds and inadequate attention to the mental health issues of youthful offenders, the Harris County Commissioners Court and the taxpayers have increased funding enabling the Juvenile Probation Department to offer more treatment options. Screening starts at the Intake level, and, in most cases, is followed by an evaluation by a skilled forensic team. Psychological staff is on duty at the Detention Center, and if a juvenile displays chronic or severe problems, he or she may go to a specialized unit at the Harris County Psychiatric Hospital.

After a juvenile offender appears in court, mental health services are available in institutions and in the community. The therapists in the Psychiatric Stabilization Unit at the Burnett-Bayland Reception Center work with individuals and groups. Families are also included in treatment programs. Some programs allow juvenile probation officers and therapists to visit homes giving parents privacy to discuss progress or problems. As one mother said about the home visits and her daughter's probationary period, *"we all got help and we're all getting better."*

## Continuum of Mental Health Services through the Harris County Juvenile Probation Department

**Juvenile is brought to the Harris County Juvenile Detention Center**  
Law Enforcement Agencies - Parents - Child Protective Services - School Arrest



**Pre - adjudication**  
MAYSI (Massachusetts Youth Screening Instrument) Assessment



<b>Psychological and Social Services Department</b> Crisis Intervention Supportive Counseling	<b>MHMRA Forensic Unit</b> Psychological Assessment Psychiatric Assessment Competency Evaluation Lack of Responsibility Evaluation Certification Evaluation	<b>Psychiatric Medical Services</b> Psychotropic Medication Intervention	<b>Harris County Psychiatric Center</b> Inpatient Treatment
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**Burnett-Bayland Reception Center**  
Psychiatric Stabilization Unit  
Substance Abuse Treatment  
Sex Offender Treatment  
Drug Treatment Program  
Individual and Group Counseling  
Psychiatric Medical Services



**Harris County Youth Village    Delta Boot Camp    Burnett-Bayland Home**  
Individual Counseling - Psychiatric Medical Treatment - Substance Abuse Treatment - Sex Offender Treatment



**Probation Services in the Community**  
Special Needs Diversionary Program  
TCOOMMI (Texas Correctional Office on Offenders with Medical or Mental Impairment)  
Community-based Supervision Unit (MHMRA collaboration)

**TRIAD**

<b>Harris County Juvenile Probation Department</b>	<b>Harris County Protective Services for Children and Adults</b>	<b>Mental Health Mental Retardation Authority</b>
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Screening - Services to At-Risk Youth - Saturday Learning Camp - Crisis Intervention  
Counseling - Choices - Emergency Shelter - Referrals

## 2004 Highlights

The General Staff meeting was held in October with the following employees honored: Support Services of the Year, Thelma Carrier; Staff Services of the Year, Fabiola Salas; Institution Officer of the Year, Saul Montez; Juvenile Probation Officer of the Year, Michael Hall; Boss of the Year, Carolyn Woodard.

A number of employees have been called up to active military duty: Leonardo Bryant, Benjamin Coleman, Fred Newsome, Patrick Hardy and David Hunter all from the Delta Boot Camp; Alberto Rodriguez and Domingo Zapata from the Youth Village; Keith Kurth and James White from the Juvenile Detention Center and Cheryl Robinson from the Burnett-Bayland Home.

The Department received some of the best scores in the state during the audits completed by the Texas Juvenile Probation Commission. The Burnett-Bayland Reception Center received a 97, which, in that category, was the highest score at that time. Scores received at the Westside Detention Center, West Dallas Detention Center, Delta Boot Camp, Case Management and Human Resources were all over 90. The Detention Center was audited by the American Correctional Association and received an overall score of 99.4.

Under the guidance of Morlai Turay, the Burnett-Bayland Home received an award from Target Hunger for an outstanding community garden.

Retired Executive Director Elmer Bailey, Jr. was honored by the renaming of the road leading to the Delta Boot Camp as the "Elmer Bailey Parkway."

The youth at the Delta Boot Camp had the opportunity to participate in special programs that included Super Saturday, Weekend of Champions and Day of Caring, when employees from Deloitte and Touche volunteered, along with The Much Luvv Farm, a Christian hip hop group.

The Harris County Commissioners Court restored funding for the Psychiatric Stabilization Unit at BBRC. Plans are going forward for the new Community-based Stabilization Unit which is a collaborative effort that will provide mental health supervision services to any youth on probation. They also approved a 3 percent cost of living increase for employees effective in June, 2004.

BBRC celebrated their sixth anniversary by presenting awards to the following staff: Juvenile Probation Officer of the Year, Sharon Blacklock; Detention Officer, Dennis Butler; Supervisor, Larry Vaughn; Teacher, Janet Allen; Therapist, Dr. Linda Wittig; and Employee of the Year, Roderick Armwood.

The Harris County Youth Village chose Billy Gilbert as Detention Officer of the Year and Susie Diaz as Employee of the Year for 2004. They reported that since the beginning of the GED program in 1999, over 200 Youth Village students have taken advantage of the program by completing it successfully.

Thanks to Crossroads volunteers, a new library has opened at the Harris County Youth Village to serve as a study and learning tool for all residents. Mrs. Kristin D'Ancicco volunteered to become the librarian. She and Mrs. Soul Sing, who coordinates Crossroads volunteers at the library, sorted through the many books that were donated.

A number of employees are reaching important milestones of service to the Department. Cheryl Conrad, Margaret Beatty, Carolyn Woodard, Hal Grimes and Patty Khan are at the 30-year mark. Arlon Stanley of Youth Village retired after his 30 years of service. Those working 25 years include Julia Ramirez, Judy Baptist, Pat Carroll, Kathleen Wilson, Cathy Vincent, Kathy Winkler, Debbie Williams and Pat Montgomery. Twenty-year veterans are Margaret Tolbert, Tom Brooks, Linda Gutierrez, Tim Washington, Gerald McKinnon, Tim Broussard, Rebecca Guerra, Carolyn Hausey and Annette Wilder. Anna Lane, former Executive Secretary to Elmer Bailey, officially retired after 26 years on the job. Joe Santana retired from the institutional division after 39 years of service. He was superintendent at the Westside Detention Center.



## Harris County Commissioners Court

The Harris County Commissioners Court is a five-member elected body responsible for the general administration of county business. As a county agency, the Juvenile Probation Department receives most of its annual budget from the Commissioners Court. In 2004, \$48,178,510 was allocated for staff salaries, direct client services, private placements, residential services and general operating expenses. The Commissioners Court also determines county personnel regulations and sets operational guidelines followed by the Department. Commissioners Court support enables the Juvenile Probation Department to provide services to thousands of troubled youth and their families in the community each year. The Commissioners are as follows:

<b>Robert Eckels</b> Harris County Judge	<b>El Franco Lee</b> Commissioner Precinct One	<b>Sylvia Garcia</b> Commissioner Precinct Two	<b>Steve Radack</b> Commissioner Precinct Three	<b>Jerry Eversole</b> Commissioner Precinct Four
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## Harris County Juvenile Board

The Harris County Juvenile Board is the governing body of the Juvenile Probation Department. As mandated by state statute, the Juvenile Board monitors all of the Department's programs, institutional services and residential placement facilities. The Board also sets administrative policies and approves the Department's annual budget prior to submission to the Court. The members of the Juvenile Board are as follows:

<b>Judge Robert Eckels</b> County Judge Chairman	<b>Judge Pat Shelton</b> 313th District Court Program	<b>Judge John Phillips</b> 314th District Court Secretary Budget and Finance	<b>Judge Kent Ellis</b> 315th District Court Vice Chairman Program Budget and Finance Juvenile Probation Liaison Tri-Board Personnel	<b>Judge Bruce Oakley</b> 234th District Court
<b>Judge Georgia Dempster</b> 308th District Court	<b>Judge George Godwin</b> 174th District Court	<b>JoAnn Delgado</b> Justice of the Peace Precinct 2, Place 1		

## Associate Judges

<b>Robert Molder</b> 313th District Court	<b>Aneeta Jamal</b> 314th District Court	<b>Sherry Van Pelt</b> 315th District Court	<b>Beverly Malazzo</b> Detention Center
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## Juvenile Board Advisory Committee

The Advisory Committee brings together representatives of the medical, educational and legal community who have a clear understanding of the juvenile offender population. They make recommendations and provide consultation when called upon. The committee includes the following:

<b>Beverly Malazzo</b> Associate Judge Chairperson	<b>Ann Campbell</b> <b>Jo Ann Jones-Burbridge</b> <b>Rebecca Reyna</b>	<b>Will Risser, M. D.</b> <b>Elizabeth Godwin</b> <b>Omowale Luthuli-Allen</b>	<b>Philip Farley, M.D.</b> <b>Celestine Harris</b> <b>Robert Thomas</b>	<b>Connie Clancy</b> <b>Helen Jackson</b> <b>Rueben Torres</b>
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## **Administrative Staff**

Executive Director, Chief Juvenile Probation Officer Harvey Hetzel

### **Budget and Information Technology**

Deputy Director	John Sukols
Assistant Deputy Director	Izer Billings
Assistant Budget Officer	Jerome Booker
Administrator of Technology and Systems Development	Pam Boveland
Administrator of Special Projects and Custodian of Records	Genevieve Walls
Administrator of Systems Operations	Robert Murray

### **Community Development**

Deputy Director	Bernard Hunter
Administrator of Community Development	Kendall Mayfield

### **Education Services**

Deputy Director	Margaret Rohde
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### **Human Resources**

Deputy Director	Roslyn Beaty-Ellis
Administrator of Training	Keith Branch
Administrator of Personnel	Marilyn Broussard-Webb

### **Pre-adjudication Institutions**

Deputy Director	Bob Husbands
Assistant Deputy Director of Mental Health Services	Dr. Diana Quintana
Superintendent, West Dallas	David Hetzel
Superintendent, Westside	Joe Santana

### **Residential Facilities and Related Services Division**

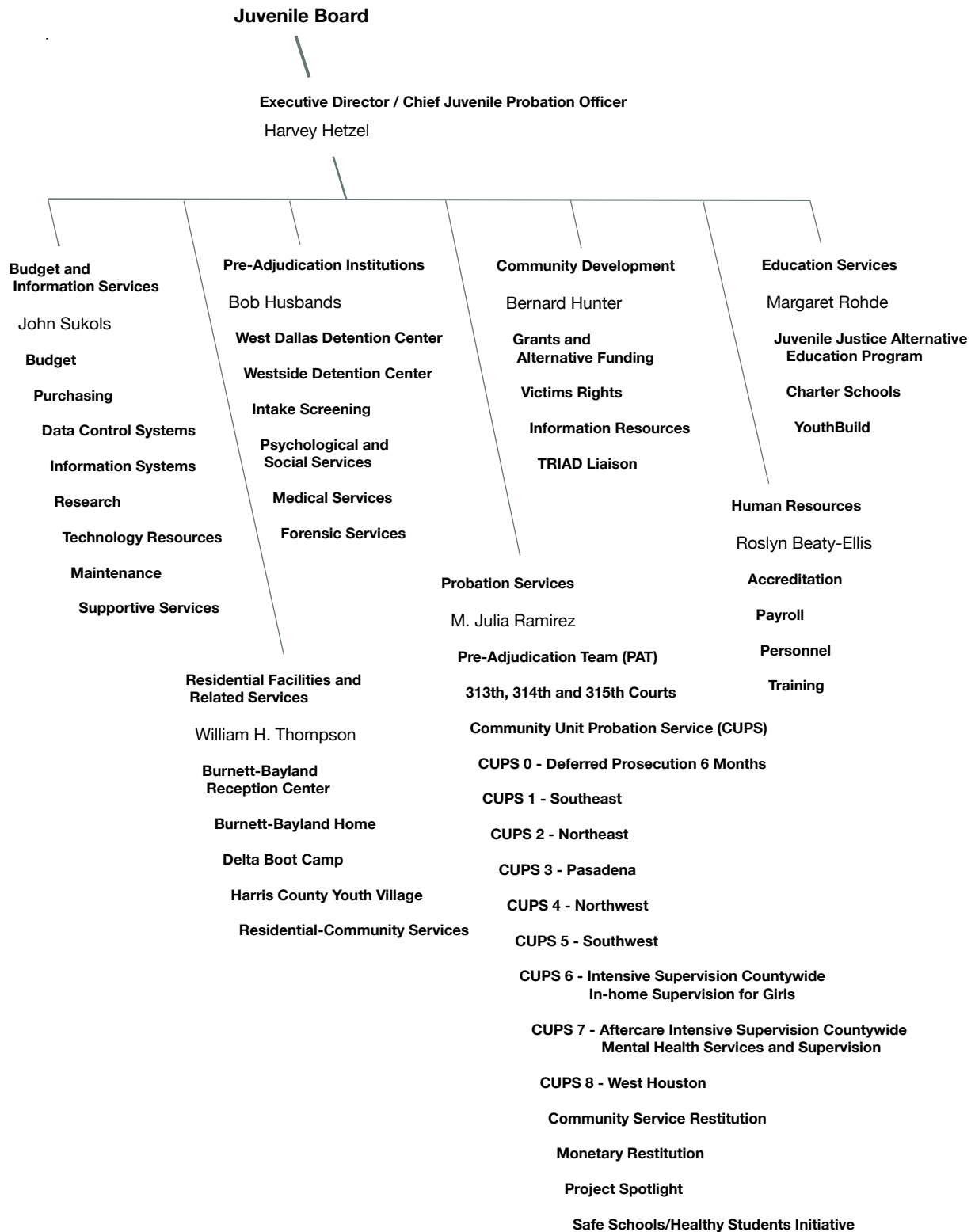
Deputy Director	William H. Thompson
Superintendent, Burnett-Bayland Reception Center	Terry Snow
Assistant Superintendent	Donald Clemons
Superintendent, Burnett-Bayland Home	John Kandeh
Superintendent, Delta Boot Camp	Larry Smith
Assistant Superintendent	Bert Carter
Superintendent, Harris County Youth Village	Loretta Tigner
Assistant Superintendent	Pedro Guzman
Administrator, Residential-Community Services	Debbie Williams

### **Probation Services**

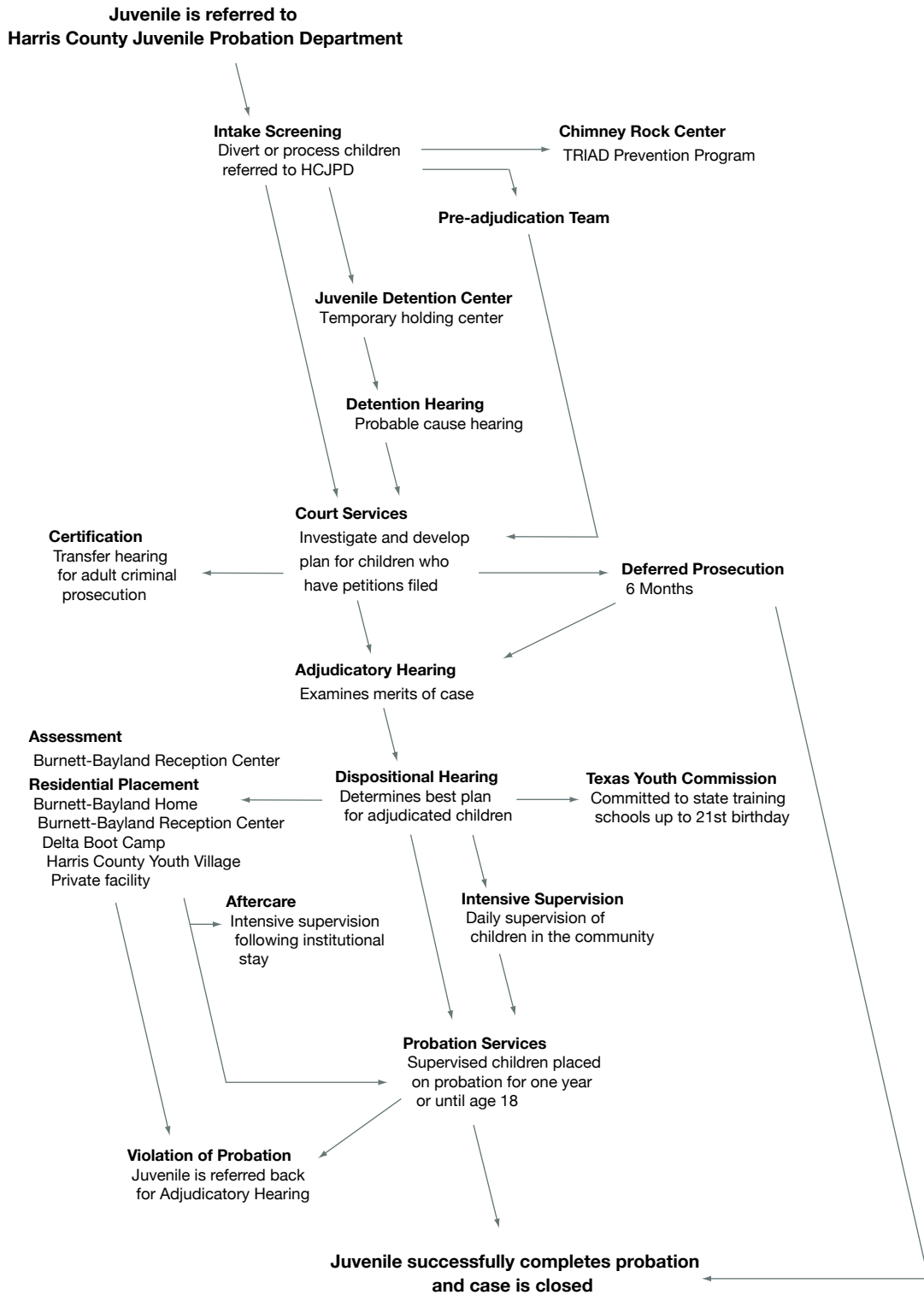
Deputy Director	M. Julia Ramirez
Assistant Deputy Director of Probation Services	Tom Brooks
Assistant Deputy Director of Probation Services	LuAnn McCoy
Administrator of Field Services Operations	Alice Sweeney-Herd
Administrators, 313th, 314th, 315th Court Units	Terri McGee, Ron Perren
Administrator, CUPS 0*	John Sloan
Administrator, CUPS 1	Diana Johnson
Administrator, CUPS 2	Tim Washington
Administrator, CUPS 3	Susan Bonich
Administrator, CUPS 4	Cheryl Conrad
Administrator, CUPS 5	James Redic
Administrator, CUPS 6	Andrea Rice
Administrator, CUPS 7	Henry Gonzales
Administrator, CUPS 8	Donald Camp

\* Community Unit Probation Services (CUPS)

## Organizational Chart



## Case Flow Chart





Dr. Diana Quintana coordinates mental health treatment in the Juvenile Detention Center

### Triad Prevention Program

The Chimney Rock Center (CRC) is a 24-hour intake center for youth, ages 10 through 16, who are taken into custody for status offenses such as runaway, truancy, curfew or Class C Misdemeanors (theft, assault, disorderly conduct or public intoxication) and those who are in need of supervision. (These offenses are classified as Progressive Sanction Level I cases. If a child repeatedly commits offenses, Progressive Sanction guidelines recommend increased penalties and supervision.) At CRC, services include screening and assessment, crisis intervention, counseling, emergency shelter, referrals and follow-up. The Harris County Juvenile Probation Department (HCJPD), Harris County Protective Services for Children and Adults (HCPS) and the Mental Health and Mental Retardation Authority (MHMRA) are partners in the TRIAD Prevention Program with the TRIAD executive director reporting to HCPS. In 2004, 2,836 juveniles who had run away, broken curfew, skipped school or committed Class C misdemeanors, such as an alcohol violation, received services at CRC, and another 2,569 juveniles were assisted by the probation staff. Many parents consult the TRIAD staff to find ways to prevent their child from breaking the law.

In addition to Intake services, the

TRIAD Prevention Program operates the Choices Program of Harris County. This is a multi-agency program devoted to serving those youth that have just entered the juvenile justice system for the first time, or are at risk of becoming involved. The TRIAD Prevention Program also coordinates the STAR (Services to At-Risk Youth) program, houses case managers to serve as liaisons in Justice of the Peace courts, runs the Saturday Truancy Learning Camp Program and staffs an intensive home-based case management program for youth with mental health issues.

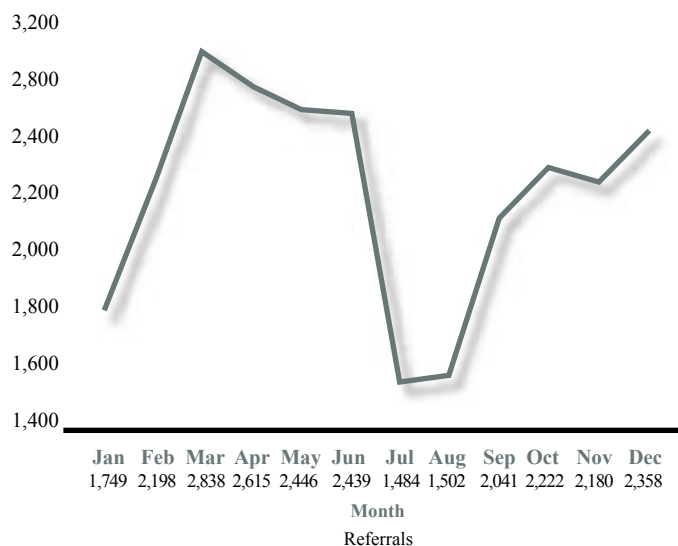
### Intake Screening

Harris County law enforcement officers may take a juvenile to one of two 24-hour

intake units of the Juvenile Probation Department which are located at CRC and the Juvenile Detention Center. Intake Screening is responsible for assessing immediate circumstances and deciding if the youth is to be detained or released. When a youth is thought to present a threat to self or to the community or is likely to run away and not return for a court appearance, the youth will be held in detention.

Intake Screening provides pre-adjudication supervision for those juveniles who are released at the Intake level pending court action. Weekly contact, curfew checks and school visits to monitor the youth's compliance are reported to the court. Programs such as Parents Who Care, Turning Point and the Legal

Number of Referrals by Month, 2004





Dr. Hema Mukhara of MHMRA evaluates a resident at the Burnett-Bayland Reception Center

Awareness Workshop (LAW) program are available to families. In addition, Intake Screening diverts about 10 percent of youth to CRC by telephone screening with law enforcement. When mental health issues are involved for youth not in custody, Intake Screening makes referrals by telephone. Youth in custody are referred to the neuro-psychiatric center to address their immediate psychiatric needs.

### **PRE-ADJUDICATED INSTITUTIONS DIVISION**

This Division of pre-adjudication (pre-court) facilities oversees the Juvenile Detention Centers on West Dallas and at the Westside Command Station.

#### **Juvenile Detention Centers**

The Juvenile Detention Center on West Dallas is a secure residential facility for juveniles requiring a restricted environment while awaiting court action. The Intake Screening staff is responsible for assessing immediate circumstances and deciding if a youth is to be detained or released. When thought to present a threat to self or to the community or likely to run away and not return for a court appearance, the youth will be held in detention. The Detention Center also houses youth awaiting transfer to the Burnett-

Bayland Reception Center, private placement or the Texas Youth Commission (TYC).

The Center features private sleeping rooms, multi-purpose activity rooms, gymnasiums, outdoor recreation areas, visitation and counseling areas, facilities for medical, dental, psychological and social services, a separate intake section and a courtroom.

During their stay, juveniles undergo physical and psychological assessments, supportive counseling and crisis intervention. Recreation specialists provide daily physical education activities. Highly trained staff and volunteers work to promote feelings of self-worth, to establish trust and teach juveniles to relate to others through structured unit activities.

The Harris County Juvenile Justice Charter School provides an educational program which focuses on areas in which these students are generally deficient, usually remedial reading, language and math skills. Volunteers and other agencies provide additional services including health awareness, self-esteem workshops, tutoring and individual visitation.

A maximum of 48 juveniles can be held at the Westside Detention Center to avoid crowding at West Dallas. Detention hearings by teleconference avoid un-

necessary transportation. In 2004, 6,616 juveniles were referred to the Juvenile Detention Centers.

### **Mental Health and Related Services**

The Assistant Deputy Director of Mental Health Services supervises the MHMRA Forensic Assessment Unit which provides psychological evaluations for pre-adjudicated and post-adjudicated youth in the Detention Center. The Forensic Unit is staffed by mental health professionals under the supervision of licensed psychologists and psychiatrists. They conducted 1,989 evaluations in 2004, including 300 psychiatric assessments. The Forensic Unit continues to serve as a practicum site for graduate students from the Sam Houston State Forensic Doctoral Program, the Texas A&M Counseling Program, the Prairie View A&M Forensic Psychology Department and the University of Houston Clear Lake Masters Program. The Forensic Staff psychiatrist provides supervision and training for University of Texas psychiatry residents.

The Psychological and Social Services Department conducted 7,112 counseling sessions and assessments of youth in the Detention Center in 2004 and also conducted 474 group counseling sessions. Evaluations can be handled electronically which facilitates the provi-



Inpatient treatment is provided at the Harris County Psychiatric Center

sion of services and treatment. The Psychological and Social Services Department is recognized as a specialized unit, and all therapists have at least a Masters Degree in counseling or related services. A psychiatrist visits the Detention Center to provide medication interventions or follow-up care. In 2004, psychotropic medications were needed for behavior modification at an average monthly cost of almost \$14,000.

Youth diagnosed with severe and persistent psychiatric symptoms can be treated in a special 16 bed unit at the Harris County Psychiatric Center (HCPC) Sub Acute Unit. HCPC served 155 youth in 2004 and a total of 435 since May 2001.

### **PROBATION SERVICES DIVISION**

The Probation Services Division is a combination of Court Services and Field Services which results in improved case management and continuity in the processing of cases.

#### **Pre-adjudication Team**

The Pre-adjudication Team (PAT) provides intensive supervision to juvenile offenders who can be released from detention to await their court date. This team ensures that the Detention Center has beds available for serious offenders who must be detained. Experienced officers

work dawn-to-dark hours every day to monitor juveniles who are awaiting court. During 2004, the team handled 284 cases with considerable savings in bed space and associated care in the Juvenile Detention Center.

#### **Court Services**

Once the District Attorney's office has filed a petition, the Probation Services staff prepares a comprehensive profile of a juvenile and the case. This detailed report may be used with other information to aid the judge in determining a suitable disposition by including details about the youth's physical and emotional status as well as school and family circumstances. If a juvenile is found to have engaged in delinquent conduct, he or she may be allowed to live at home under stringent rules of probation, placed in a residential facility, county institution or committed to the Texas Youth Commission.

#### **Deferred Prosecution**

The court offers Deferred Prosecution to juveniles who are younger, non-violent offenders. The program guides them through six months of specialized programs, intensive counseling and supervision aimed at avoiding adjudication and diverting them from the juvenile justice system. Parent-training workshops, AIDS education, anger management and peer

pressure programs are designed to teach juveniles to act responsibly. Drug-dependent youth are referred for therapy and education. Youth accused of shoplifting are referred to a home study program designed for shoplifters. Upon successful completion of their Deferred Prosecution contract, the case can be dismissed.

In 2004, an average of 447 juveniles participated in the Deferred Prosecution program each month.

#### **Probation Supervision**

Most juveniles who go through the court system remain at home under probation supervision. The time period is usually one year, but the courts may lengthen probation time to age 18. Probation supervision and rehabilitative services for youth and their families are provided from nine offices located throughout Harris County known as CUPS (community unit probation services). During 2004, an average of 4,870 juveniles were under supervision by the Probation Services Division each month.

When a juvenile has been declared delinquent, the court sets rules of probation. General rules include completing community service restitution hours, reporting change of address, attending school or holding a job, not leaving the county without the probation officer's

## Referrals by School District of Residence and Ethnicity, 2004

School District	Ethnicity				Total
	Afr-Amer	Hispanic	Caucasian	Other	
Aldine	601	536	138	18	1,293
Alief	612	414	100	82	1,208
Channelview	16	60	53	0	129
Clear Creek	32	27	159	7	225
Crosby	18	3	46	0	67
Cypress	250	373	543	24	1,190
Deer Park	9	35	84	0	128
Galena Park	159	324	96	3	582
Goose Creek	110	126	113	0	349
Houston	2,255	1,924	437	33	4,649
Huffman	0	3	41	0	44
Humble	99	85	194	0	378
Katy	69	147	236	5	457
Klein	197	109	223	9	538
La Porte	19	39	114	0	172
North Forest	355	64	7	0	426
Pasadena	102	677	307	26	1,112
Sheldon	31	32	50	0	113
Spring	244	91	139	4	478
Spring Branch	100	320	159	7	586
Tomball	42	29	76	0	147
Stafford	0	0	2	0	2
Waller	6	2	19	0	27
Pearland	6	2	8	1	17
Private/Parochial	516	436	255	10	1,217
Out of County	236	199	290	10	735
College/University	81	78	36	0	195
H C Education Dept	141	116	100	1	358
JJAEP	249	458	177	11	895
Juvenile Board Charter School	260	148	98	0	506
Not Available					7,849
Total	6,815	6,857	4,300	251	26,072

## Court Activity, 2004

Disposition	
Certification	55
Certification Denied	0
CPS Involvement	76
Deferred Prosecution	2,948
Determinate Sentencing	28
Dismissed / Non-Suit	3,526
Early Termination of Probation	210
Not Found CHINS or Delinquent	16
Passed	388
Passed/Writ	375
Probation*	4,765
Probation/Restitution*	454
TYC	559
Bound Over to TDC	17
Other	417
Total	13,834
* Includes changes of custody	

## Offense Severity, 2004

Felonies	3,702
Misd. A/B	7,524
Misd. C/Less	9,943
CHINS	4,903
Total	26,072

## Referring Agency, 2004

Agency	Total
Baytown Police Department	409
Constable's Office	1,390
Harris County Sheriff's Department	3,196
Houston Police Department	7,573
Juvenile Probation Officer	4,159
Other	2,076
Pasadena Police Department	489
Schools	6,780
Total	26,072



### Offense per Referral, 2002 - 2004

Offense	2002	2003	2004
Homicide	16	11	14
Arson	57	26	54
Assault			
Felony	298	247	360
MA/MB	910	1154	1173
Sexual Assault	124	128	146
Robbery	294	258	304
Burglary	1,055	975	985
Theft			
Felony	77	77	91
MA/MB	1,582	1,543	1,508
Auto Theft	57	46	44
Unauthorized Use of a Motor Vehicle	397	336	338
Drugs			
Felony	643	559	758
MA/MB	1,427	1,633	1,608
Alcohol MB	8	14	13
Other			
Felony	553	505	608
MA/MB	2,070	2,864	3,222
Assault - MC	1,643	2,017	2,345
Theft - MC	107	171	190
Drugs - MC	88	59	96
Alcohol MC	6	9	14
Other - MC	2	3	7
Disorderly Conduct	71	67	72
City Ordinance Violations	417	928	1,347
Violations of Probation	1,233	1,502	2,194
Runaways - CHINS *	2,207	2,437	3,083
Other CHINS *	244	412	483
TYC Runaways	107	99	112
Administrative Actions **	5,119	4,658	4,903
Total	20,812	22,738	26,072

\* Children In Need of Supervision.

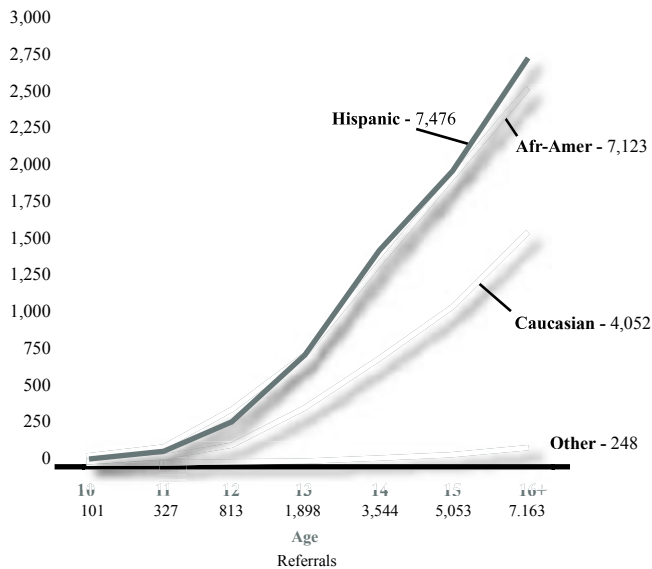
\*\*Administrative Actions may include offenses such as: motion to modify, hold as material witness, request of change in custody, motion for release and transfer. Offenses not limited to these categories.

### Most Serious Offense per Admission to Detention , 2002 - 2004

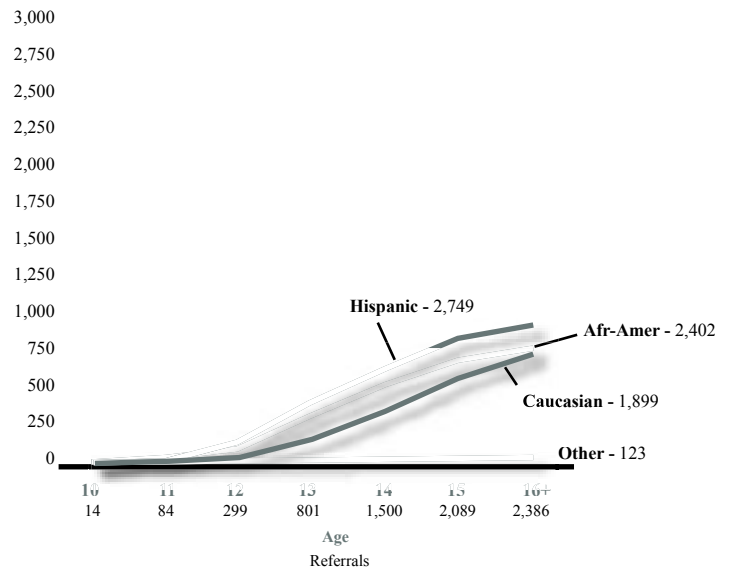
Offenses	2002	2003	2004
Murder	12	11	8
Arson	34	30	41
Assault			
Felony	263	231	268
Misd A/B	467	670	634
Misd C	35	47	31
Sexual Assault	136	137	135
Robbery	248	348	289
Burglary	561	622	505
Theft			
Felony	47	51	57
Misd A/B	474	458	459
Misd C	8	8	17
Auto Theft	46	32	32
Unauthorized Use of a Motor Vehicle	339	342	233
Drugs			
Felony	315	268	304
Misd A/B	481	547	534
Misd C	10	5	8
Inhalants	6	12	0
Alcohol Misd A/B	3	4	6
Alcohol Misd C	4	2	5
Other			
Felony	288	287	292
Misd A/B	826	1,022	982
Disorderly Conduct	60	77	40
City Ordinance	38	57	42
Violation of Probation	899	1,038	1,167
Runaway* (CHINS)	132	131	110
Other* (CHINS) Offenses	11	9	7
TYC Runaways	206	189	214
Administrative Actions	266	222	196
Total	6,215	6,857	6,616

\*Children In Need of Supervision (status offenses)

**Referrals by Age and Ethnicity - Males, 2004**



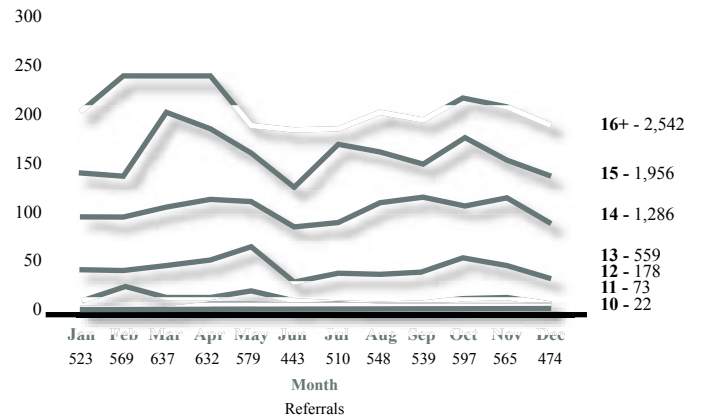
**Referrals by Age and Ethnicity - Females, 2004**



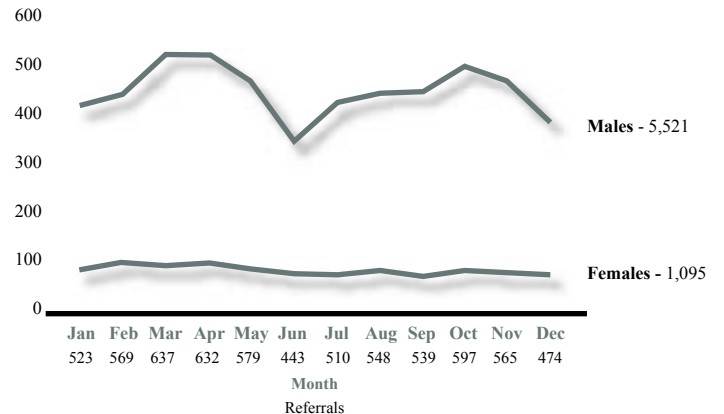
**Residential Services for Youth, 2004**

Facility	
Bokenkamp	12
Campbell Griffin Center	1
Center for Success and Independence	20
CSC/Colorado County Boot Camp	45
Daystar Residential, Inc.	4
Gulf Coast Trades Center	34
Incentives Boys Ranch	2
Jaycee's Children's Center	17
Kerr County	28
Krause Center	40
Mcduffie's Adolescent Center	6
Minola's Place	9
Positive Steps, Inc.	10
Roo Agency	1
Sandy Brook Res. Treatment	6
Shiloh Treatment Center	1
Tejas home for youth	12
Texas Adolescent Center (TAC)	13
TMG/Hays County Juvenile Center	37
Waymaker	1
<b>Total</b>	<b>299</b>

**Admissions to Detention by Month and Age, 2004**



**Admissions to Detention by Month and Gender, 2004**





Zee Odoula of the Psychological and Social Services Department in the Harris County Juvenile Detention Center

permission, curfew hours, restrictions on motor vehicle use and submitting to drug testing upon request. In addition, monetary restitution may be required and the juvenile may be referred to counseling and educational programs.

The Department and law enforcement agencies have continued their cooperation in three programs. The Absconders Locator program finds youth who fail to appear in court or who have left a court-ordered placement facility without permission. The Gang Supervision Caseload program focuses on the sharing of information about gang members. In a collaborative effort with the Mayor's Anti-Gang Office and AAMA/Barrios Unidos, 200 youth were monitored in 2004. Tattoo removal is available through a partnership with the City of Houston and graffiti abatement projects are done on a regular basis. One juvenile probation officer participates in the federally funded Gang Free Schools initiative.

Relapse Prevention Supervision is an aftercare plan for youth released from drug treatment. A juvenile probation officer trained and licensed as a chemical dependency counselor supervised 35 youth in 2004.

Project Spotlight, operating in the Alief area, consists of two teams with a juvenile probation officer and a law en-

forcement officer working together to prevent recidivism of offenders assigned by the courts. It is funded by the United States Attorney's Office through their Project Safe Neighborhoods program. Priority cases are those offenders 15 years of age who have committed a violent felony offense or one involving a weapon.

### **Intensive Supervision**

The Intensive Supervision Program (ISP) is intended to divert high-risk youth from the state institutions of the TYC and redirect their lives through a program of close supervision and rehabilitation. Each ISP participant must have adequate supervision by parents or significant adults at home. After placement in the program by the courts, clients are contacted daily by a probation officer. This program is administered by juvenile probation officers and human service professionals who work with trained volunteers, student interns and community and civic groups.

The Female Intervention Program for girls allows some female probationers to remain at home with 24-hour supervision instead of going to a more costly residential facility. Their "Baby, Think It Over" program with computerized infants is an excellent learning experience for girls.

The "Super Saturday" events demonstrate the flexibility and creativity of

the ISP program. Probationers and parents meet with tutors, counselors and other service providers for special sessions and workshops. In 2004, an average of 483 juveniles received services in the ISP program each month.

The Enhanced Aftercare Intensive Supervision unit provides intensive supervision for youth leaving all county institutions during the weeks following release from structured institutional life. This Unit supervised an average of 780 juveniles each month in 2004. Clients participate in Saturday programs, drug testing, electronic monitoring, parent-education workshops and Reality Orientation through Physical Experiences (ROPES) courses. Project 17 officers work to interest the older probationers in careers and prepare them for independent living. The Youthful Offenders Demonstration Project in collaboration with HoustonWorks also concentrates on educational and vocational training needed for permanent job placement.

CUPS 7 is the home of the Special Needs Program funded by both TJPC and the Texas Correctional Office on Offenders with Medical or Mental Impairment (TCOOMMI). This program consists of four teams made up of a juvenile probation officer and a mental health professional who work with special caseloads



Mental health evaluations are completed at the Juvenile Detention Center

of youth with mental problems. In addition, a psychiatrist is assigned to the unit for crisis intervention and medication management.

The Sex Offender Supervision unit supervises clients who have been charged with sexual offenses that meet state eligibility requirements for registration. They also supervise others who were ordered by the court to complete the Sex Offender Treatment program at the Burnett-Bayland Reception Center before being released.

### **Community Service Restitution**

The Community Service Restitution Program supervises work projects done by probationers, and sometimes their parents, at approved non-profit agencies or institutions. Work sites are arranged for youth from all divisions of the Department, including those from Intake Services referred for lesser offenses. In 2004, 8,454 probationers and 323 parents worked 83,223 hours at an estimated value of over \$450,000.

### **Monetary Restitution**

In 2004, the courts ordered 455 juvenile offenders to pay \$371,574 to victims. The Department collected \$150,171 in financial restitution with collection continuing from cases heard in the latter part of 2004.

## **Additional Probation Services**

### **Programs for 2004**

#### **Drug Free Youth Program**

Certified alcohol and drug abuse counselors are stationed in all satellite offices by the Houston Council on Alcohol and Drugs to intervene with those who have substance abuse problems.

#### **Educational Workshops**

Workshops for youths and families on various topics.

#### **Early Termination**

A voluntary program that may shorten probationary periods.

#### **MADD Victim Impact Panel**

Workshops for probationers and families intended to show the real consequences of drinking and driving presented by Mothers Against Drunk Driving.

#### **Peer Pressure Workshops**

Workshops presented by the Houston Police Department on positive and negative effects of peer pressure.

#### **Prohibited Weapons Workshops**

Houston Police Department workshops which teach consequences of possession of illegal weapons.

#### **TDCJ Outreach**

Youth visit the Institutional Division of the Texas Department of Criminal Program Justice in Sugar Land and Dayton to learn the realities of prison life.

#### **Therapeutic Counseling**

Professional, licensed therapists provide counseling to probationers and their families.

## **Vision Care**

University of Houston, School of Optometry screens and examines youth and provides glasses and treatment.

## **WINGS**

Educational specialists advocate for juveniles to keep them in school, to reinstate them if expelled or to arrange completion of GED requirements and career planning.

## **RESIDENTIAL FACILITIES AND RELATED SERVICES DIVISION**

Post-adjudication facilities are the Burnett-Bayland Reception Center, the Burnett-Bayland Home, the Delta Boot Camp and the Harris County Youth Village. The Division continues to use the DART system of structured supervision and programming from campus to campus. DART stresses personal accountability through Discipline, Accountability, Redirection and Transition.

### **Burnett-Bayland Reception Center**

The Burnett-Bayland Reception Center (BBRC) is a secure placement constructed on the Burnett-Bayland site. Each male juvenile offender to be placed in a county residential facility is first sent to BBRC to be carefully evaluated. In 2004, assessments were completed for 1,764 youth who were then routed to other county campuses, private placement, TYC and, in some cases, placed on regular probation. In addition to the

“My grandson started getting in trouble at school. He had always been so sweet before. I didn’t think I wanted him to take medicine, but the doctor said it would help him. Now he’s like he used to be.”

*Shawn’s grandmother*

general population programming, BBRC offers specialized treatment components: the sex offender program, Psychiatric Stabilization Unit and a substance abuse treatment program made possible by a federal grant. A cannabis-dependent program is also now available to the general population of BBRC. There is also a 30-day Impact Program which is an intensely structured time to encourage proper behavior. The Children’s Assessment Center (CAC) provides group counseling for those youth who indicate sexual victimization in their past. Writers in the Schools assist juveniles in writing projects. Volunteers from Special Youth Services and Crossroads bring guest speakers, tutors, religious services, art services and other programs to BBRC and the Juvenile Justice Charter School provides educational classes.

### **Burnett-Bayland Home**

One of the primary residential non-secure placements is the Burnett-Bayland Home (BBH). In 2004, 328 young men lived in cottages on the 40-acre campus. Residents attend on-campus classes taught by the Juvenile Justice Charter School. Family visitation is encouraged and parents participate in regular counseling sessions. Programs such as drug and alcohol counseling, therapy and peer mediation play a significant role in the rehabilitation of the residents. The residents

grow vegetables to donate to the Houston Food Pantry. Another program focuses on filling out applications and preparing resumes. Houston Workforce assists qualified candidates to find jobs. Privately funded activities such as the disc golf course, art, a photography program and a print shop bring yet another learning dimension to the residents. Three basketball teams coached by dedicated volunteers and staff allow residents to compete with private schools in the community. The Rotary Club of Houston continued its generous support and provided a weekly tutoring program. Residents also participate in a summer Boy Scout program and the Texas Department of Criminal Justice Outreach program.

### **Harris County Youth Village**

The Youth Village lakefront campus located in the Clear Lake area provides educational, medical and therapeutic services as well as drug education and drug therapy for older males who are 15 to 16 years of age. In 2004, 452 youth stayed at the Youth Village. The Youth Village’s behavioral program targets personal responsibility, appropriate expression of anger, positive decision-making and leadership, and ultimately, self-management of one’s own behavior. Student-led community governments meet weekly. The Juvenile Justice Charter School offers a full academic and varied vocational cur-

riculum including concentration on the General Equivalency Degree (GED). The YouthBuild program trains probationers and places them at a federal housing construction site for six months after leaving the Youth Village. Twelve residents completed the YouthBuild program in 2004. The Vocational Career Modules include plumbing and electrical apprenticeships, floor and wall ceramic tiling and automotive service. Students learn a wide variety of skills such as career opportunities, job hunting, mediation, household management and personal budgeting. Parent and guardian involvement is encouraged with visitation, input on treatment plans, family and multifamily counseling and occasional home visits. Community volunteers also support the Youth Village programs by providing incentive awards and working with our residents as mentors, librarians, financial advisors and tutors. Both the staff and the community work to reintegrate the residents back into society as productive and contributing members.

### **Delta Boot Camp**

The Delta Boot Camp provides a residential correctional program for adjudicated males, ages 13 to 16, who have been determined by the court to need a discipline-oriented program. The boot camp facility in west Harris County opened



Dr. Philip Farley of the MHMRA Forensic Unit

in 1999, and accommodates 144 young men. During the year 2004, 645 young men participated in the program. The trainees take part in a structured basic training program incorporating the four phases of DART which are Discipline, Accountability, Redirection and Transition. The goal of the Delta Boot Camp is to provide a successful reintegration into the community and family. Educational classes are provided by teachers from the Juvenile Justice Charter School as well as counseling, anger management and mental health services by MHMRA of Harris County. Following their stay at the boot camp, the trainees return home and attend school with intensive supervision by JPOs from CUPS 7, a special Probation Services aftercare unit. They also participate in community service projects, drug testing and counseling sessions. In 2004, the Delta Boot Camp implemented an intense 30-day Impact Program which had a success rate greater than 95 percent. This program is designed to redirect probationers whose behavior is jeopardizing their current community or residential probation status.

### **Residential-Community Services**

When a juvenile must be removed from the home, the Residential-Community Services staffing committee considers

all available alternatives. Information is supplied by the JPO as well as a psychological and psychiatric evaluation by the MHMRA forensic staff. Placement options are recommended to be included in the court report for the judge's consideration. Another special unit reviews all cases for possible federal reimbursement from Title IV-E funds. In 2004, a total of \$329,885 was requested for IV-E reimbursement from the federal government for youth in private placement. Another request in the amount of \$258,356 was made for reimbursement for youth in private secure facilities and in the BBRC Sexual Offender Unit. An additional \$157,920 was earned for 2004 services. In addition to the IV-E residential reimbursement, \$2,234,939 was received in administrative reimbursement.

The Harris County Advocate Program (H-CAP) offers a community-based alternative to placement. The program serves adjudicated offenders whose behavior and social circumstances put them at risk of placement in residential treatment facilities. It offers a range of individualized non-traditional wrap-around and advocacy services for the youth and the entire family. Referrals are taken from Probation Services and institutions saving placement dollars and leaving youth in their own homes.

## **EDUCATION SERVICES DIVISION**

Under the authority of the Juvenile Board, the Educational Services Division provides educational programs for every expelled student and delinquent youth placed in a county-operated juvenile institution.

### **Juvenile Justice Charter School**

Beginning in 1998, all juveniles placed by the courts in detention and residential facilities are provided educational services under one comprehensive academic program, the Harris County Juvenile Justice Charter School (JJCS). The JJCS focuses on student progression in the core academic curriculum, vocational education and social/life skills. Thirty-four students received their GEDs during 2004. Funded by the Texas Education Agency and state and federal grants, the JJCS provides a year-round school with after school tutorials so that students can continuously improve their educational skills.

### **Juvenile Justice Alternative Education Program**

Students attending the Juvenile Justice Alternative Education Program (JJAEP) have been expelled from one of 22 local school districts for serious criminal activity or serious misconduct while at school. The program also provides



Nurse Mary Ann Rundell dispenses prescribed psychiatric medication in the Juvenile Detention Center

academic transition services to many juveniles returning from county juvenile institutions. The JJAEP focuses on accelerated academic growth and behavior skills that will help students be successful when they return to their home schools. Juvenile probation officers are located at the school to assist with the students' probation-related requirements and to provide mentoring, counseling and prevention-related services. Other ancillary services include mental health services, substance abuse intervention, social services, health-related services, after school programs and summer school. The JJAEP is funded by the Texas Juvenile Probation Commission, local school districts and state and federal grants. Since the 2004-2005 school year, over 1000 students were enrolled with an average attendance rate of over 82%. The average length of enrollment was 70 school days.

### **COMMUNITY DEVELOPMENT DIVISION**

Many organizations and institutions in the community depend on representation from the Juvenile Probation Department for their boards, meetings, special events and policy-making decisions. These community partners provide vital services for juveniles and families who need everything from parenting advice to drug and alcohol abuse counseling, guidance on mental health issues, assistance for

domestic violence problems and a wide range of other needs. It is important that these supporting service organizations, as well as the community, understand how the Department operates and who the personnel are at all of its locations. In addition, any changes in state or federal law regarding juvenile probation must be explained to the public at every opportunity. The Community Development Division staff works to meet the needs of parents, children, other agencies and taxpayers.

This staff is responsible for providing information to the news media, other agencies, public officials, academic institutions and interested citizens to increase public understanding of juvenile corrections and build community support for the agency's mission. Information is also provided to victims of juvenile offenders.

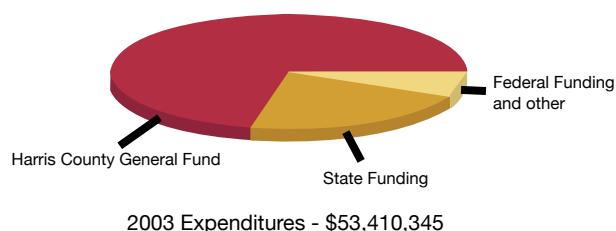
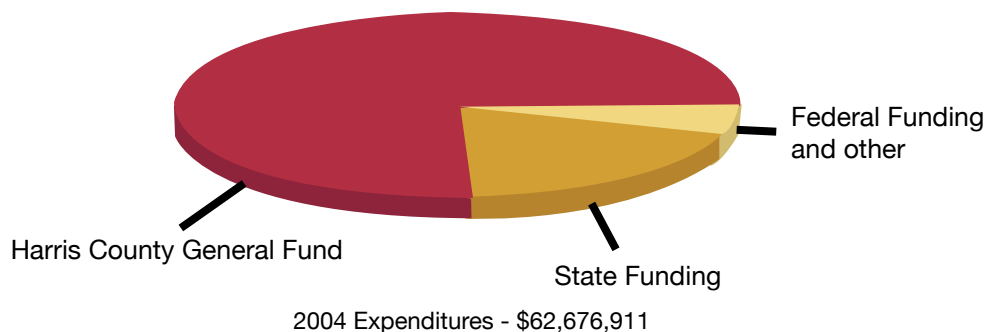
The Community Development Division also works to acquire grants from federal and state government, foundations and private organizations. During the year 2004, 1.6 million dollars in grant funds were received to create innovative rehabilitative programs as well as continuing established programs and services. The Department received funding to continue the services offered through the Safe Schools/Healthy Students Partnership. In addition, funds were acquired to improve the social and intensive supervision services to female offenders assigned to the

Female Intervention Program. Services were expanded to include additional counseling, educational workshops and a communication skills development program. Another program funded through alternative funding was Project Spotlight, which provides intensive supervision services to youth in Southwest Houston. Programs maintained through grants included the Private Residential Placement Program and the Residential Substance Abuse Treatment Unit.

### **BUDGET AND INFORMATION TECHNOLOGY DIVISION**

The Budget and Information Technology Division is comprised of three distinct areas of operation: budget and fiscal management, technology development and information systems and supportive services. The Budget Unit's functions relate to the management of the agency's financial resources such as grants, purchasing, budget and fiscal report preparations. On a day-to-day basis, it regulates the Department's expenditures and receipts. The Technology and Systems Development (TSD) Unit concerns itself with the development and effective use of technology resources within the Department's operations. TSD services include wide area network (WAN) operations and administration, computer hardware/software





### 2004 Expenditures

#### County - \$48,178,510

Harris County General Fund	\$ 48,178,510
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#### State - \$10,977,047

TJPC - State Aid	5,017,856
TJPC - Community Corrections	3,959,422
TJPC - Juvenile Boot Camp	1,037,855
TJPC - Secure Facility Operations	640,311
TJPC - TCOOMI (Mental Health)	247,176
TJPC - Family Preservation (In-Home Program)	67,303
TJPC - Equipment Fund	7,124

#### Federal and Other - \$3,521,354

Title IV-E Federal Reimbursement	2,234,939
Residential Substance Abuse Treatment	580,662
Coordinated Juvenile Crime Enforcement	384,290
Project Safe Neighborhoods	113,157
Youth Offender Demonstration Grant	65,463
Safe Schools/Healthy Students	60,277
HISD Safe Schools	54,347
HGAC JB-JUV Accountability Incentive	14,028
Houston Safe Schools	6,937
Rockwell Fund/Gang Training	6,742
Memorial Trust Fund	512

<b>Total 2004 Expenditures</b>	<b>\$ 62,676,911</b>
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Figures are actual expenditures for the period of January 1, 2004 through December 31, 2004.



“Many of the teenagers we get just don’t know how to cope with their problems - often family situations. We offer alternatives to their behavior and teach them how to cope. Some stay in touch with us.”

*Suzanne Murray, Harris County Psychiatric Center nurse*

maintenance and development, and the use of information technology resources for research, planning and management. The Supportive Services unit maintains office supplies, provides inventory control, provides mail courier service and operates a print shop in conjunction with a variety of other services as needed.

In 2004, the Department’s expenditures were \$62,676,911. The county, state, federal and private funding is identified in the accompanying chart.

### **Technology and Systems Development**

In partnership with the Justice Information Management System (JIMS)) and the Harris County Information Technology Center (ITC), the Technology and Systems Development Unit (TSD) maintains the system that tracks juveniles, their offenses, pre-adjudication activities, case docketing, dispositions and post-adjudication services and activities. The Department’s computer network is made up of the administration building and 16 remote sites. Network users have access to JIMS facilities, software suites, the Internet and E-Fax, as well as specialized applications developed by TSD staff programmers. Users also have access to Juvenile Court tracking and service information. Technicians provide maintenance and upgrades of personal computers, printers and related peripheral hardware.

Information Systems activities include application development and maintenance, research, planning and user training. It also handles data requests from federal, state and local agencies including universities, funding sources and the media.

## **HUMAN RESOURCES DIVISION**

### **Personnel**

The Personnel Unit provides staffing for the Department and ensures that county personnel regulations are followed throughout the agency. This Unit posts available positions, processes employment applications, interviews applicants and supervises screening and hiring. The Unit monitors and processes salary changes and interacts with various departmental entities to maintain accurate salary and position control and benefits information. The annual Performance Appraisal is administered electronically throughout the Department resulting in a detailed method for managers to measure employee work performance throughout the year. Employment records are maintained by this Unit for all Department staff which numbered 1,013 at the close of 2004.

### **Payroll**

The Payroll Unit works to insure employees receive accurate compensation in a timely manner. They also provide direction, guidance and information by

assisting staff in securing and accessing employee benefits and services available to all Harris County employees. This includes signing up new employees, medical and retirement benefits/changes, monitoring and processing of salary changes, and monitoring of all other employee benefits. The Unit also interacts with the county budget, payroll and other county departments to maintain accurate payroll information.

### **Training and Staff Development Unit**

The Training and Staff Development Unit develops in-service training to enhance employee skills and meet the state training standards. Juvenile probation officers are required to attend 40 hours of accredited instruction per year to maintain state certification, with 16 hours required for support staff. The Training Unit also arranges special training for institutional officers, secretaries, computer personnel, kitchen staff and administrators. Five years ago, an in-house academy for new employees was developed using juvenile probation officers who completed specific training to become certified Resource Training Officers (RTO). In 2004, 628 workshops were attended by 3,001 individuals on topics such as juvenile crime prevention, legal liabilities, professional ethics, verbal intervention techniques, the role of the probation officer, case



A case is discussed at BBRC by MHMRA therapists and juvenile probation staff

planning/management, officer safety and interagency collaboration. This Unit also coordinates the Public Speakers Bureau for community outreach as well as identification updates and criminal record checks.

### **Accreditation Procedures**

The Accreditation Unit coordinates the development of policies and procedures in order to meet both national and state standards. The American Correctional Association (ACA) audits the Juvenile Detention Center every three years. Its overall rating in 2004 was 99.4.

The Texas Juvenile Probation Commission audits the Juvenile Probation Department annually as well as the Juvenile Detention Center, Burnett-Bayland Reception Center and the Delta Boot-Camp which all scored over 90. Audits are conducted for casefiles, employee training records, documentation files and other information which also received high ratings.

The Accreditation Manager conducts random audits throughout the Department to ensure compliance.

### **Crossroads: Community Partnership for Youth, Inc.**

Crossroads, a non-profit United Way agency, carefully recruits, screens and trains volunteers and interns for the Department. Crossroads integrates the community with the agency, a partnership that allows the Department to meet goals of providing quality services to redirect the lives of youth. In 2004, 483 volunteers and interns donated 49,737 hours in recreational, educational, mentoring, religious and community service programs for youth on probation or in institutions. The value of this assistance exceeded \$850,000. Included in the grand total are volunteers working in specific areas of the Department. Ten volunteers from Junior League of Houston, Inc. donated 480 hours counseling children and families, continuing a remarkable partnership of almost 38 years with the

Department. Sixty-four dedicated volunteers with Special Youth Services donated 9,810 hours and 104 volunteers with Youth Exchange worked 5,702 hours. Often requested by the courts, 281 Crossroads volunteers served 27,997 hours as mentors and role models for youth. Also included in the grand total is the work of 35 interns from area colleges and universities who worked 5,672 hours in the Department's student intern program. They served throughout the agency in a variety of positions, receiving training and experience in juvenile corrections.

Judge Kent Ellis of the 315th District Court serves as a member of the Crossroads board.

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Printing: Desktop Digital Printing

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